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18 May 1950

MEMORANDUM FOR: MR. CHILDS

SUBJECT: Personnel and Space Allocations

1. This is a restatement of functions already allocated. The very wording indicates such. For example: "... policies and procedures are re-emphasized for continued study and action" and "OWB will continue special effort" Thus, this paper from the Director adds nothing new to already prescribed responsibilities. It is, therefore, to be interpreted by us as a mandate and call for action in the field of substantive coordination to aid in the solution of current administrative house-keeping problems, the most pressing of which is space allocation. Our goal should not be to establish personnel quotas, but rather to evaluate functions. Hence, the order to us is not to cut down functions. If we determine, however, that, in our estimation, additional substantive activities are necessary we are compelled by this ceiling on jobs to weigh the relative merits of what we feel may be needed against what now exists.

2. Under 2a.(1) we have enunciated an agencywide duty, pertaining to all Offices and subdivisions of CIA. Now that we have travelled through and discussed various phases of the work in ORE, OCB, OO, with a peek-a-boo look at OGC and a scent of OPC we should be in a position to appraise with balanced judgment the essentiality of the existence of substantive programs, and of the manner in which they are being conducted. I recommend, therefore, that we now get from ORE the latest organization and functional charts, their statements of functions and any recent efforts that have been made to enunciate their mission. We should then analyze such material objectively with the benefit of our recently-acquired knowledge, formulate proposals for improvement, where we deem such is necessary, test our recommendations with the officials involved, and then forward our final findings to the Director for his approval. This suggestion regarding ORE is merely illustrative of what we must do with all offices of CIA.

3. 2a.(2): Sometime ago we were very much involved in the items suggested in this paragraph. We should check into these problems by inquiries to OCB and Management to decide where we go from here.

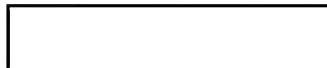
4. 2a.(3): Though the work we are now doing toward reducing the printing and storage of NIS should continue to receive priority treatment, this fact should not blind us to the wider and greater responsibility which we possess to analyze the substantive functions that demand

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large printing and frequent printing. Undoubtedly the reproduction technicians have no authority to challenge the need for material which is requested of them by the operating offices of CIA. Therefore it is incumbent on us to go back to the source and there question the need and the value of what is being done which leads to a reproduction process. As a starting point we could ascertain from the reproduction shop what they are now doing for each office on a recurring and on an ad hoc basis. This would provide the clues for examining and evaluating what is being done in the offices leading up to the printing requirement.

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